

**Appendix F:  
The Accountable Business Transformation (ABT) Program  
Communications Plan**

February 20, 2007

## **Overview:**

In support of the Accountable Business Transformation (ABT) Program, the ABT Program Communications Plan outlines outreach communications campaigns and components to enable the ABT Program to be accepted by King County's elected leadership, employees and the general public while it is being developed, designed and implemented.

A large part of the Communications Plan is to create awareness and educate King County employees while building confidence, trust and acceptance of changes within the payroll, HR, finance and budget business processes across the county.

This Communications Plan includes managing public and media relations utilizing a Web Site, press release announcements, case studies and other methods of disseminating information.

The Communications Plan will:

- Create strategy for delivering targeted communications to multiple audiences.
- Determine audiences, messages, timing to address audience need and media types.
- Organize communication campaigns that progressively build awareness to acceptance and commitment.
- Plan, build and maintain the level of active participation needed to transition the organization through sponsors, change agents and campaigns.
- Gather input and feedback for adjusting communications, measuring effectiveness and sustaining enthusiasm.

## **Background:**

Prior to the ABT Program, there was an initial attempt known as the Financial Systems Replacement Project (FSRP). In 1994, King County merged with Metro resulting in the county having two financial systems (Oracle – implemented September 1995 and ARMS), and two payroll/human resource (HR) systems (ISI and MSA). In early 1997, the King County Finance Department initiated FSRP to migrate to one payroll and one financial system. FSRP acquired PeopleSoft Human Resource Management System (HRMS) software in late 1997 to replace the county's payroll/HR system (ISI) and SAP R/3 in late 1998 to replace the county's financial systems.

As implementation progressed, obstacles surfaced with increased overtime and budget, lack of resources and target date slippage. This led to a county executive level review and FSRP was suspended in 2000. However, the project did successfully replace the ISI payroll system with PeopleSoft.

In 2001, the Dye Management Group and IBM were brought in to review the FSRP and make recommendations for a future plan. In July 2004, the Dye Management Group presented a second report, the Quantifiable Business Case, which led to the Executive Recommendation report in September 2004. Based upon the recommendations in these efforts, an ABT Program Charter was drafted. After numerous reviews and planning sessions, the ABT Program Charter was approved by the King County Council on October 9, 2006.

On January 22, 2007; the ABT Program Charter was accepted by the Leadership Committee and was followed with an ABT Program introductory kickoff meeting for countywide department and division directors and managers.

## **Issues/Concerns:**

Due to the failure of the FSRP, many King County employees are skeptical of the success of the ABT Program. With the launch of this Program, the King County management and employees need to be educated and reminded of the substantial differences between the ABT Program and the FSRP.

Significant areas of differences include:

- The ABT Program focuses on business model transformation and is not just a technology system change.
- The ABT Program focuses on understanding and managing high risk factors. This Program is a phased implementation with emphasis on change management.
- The ABT Program focuses on program metrics: costs, benefits and return on investment. The FSRP did not have adequate metrics to measure progress, performance and outcomes compared to the ABT Program's approach of measuring results, estimate benefits and benefits realization over the life of the program.
- The ABT Program will have earlier involvement and input from department managers and staff as well as training.

Meanwhile, local newspapers (the Seattle PI and the Seattle Times) carried stories about the unfinished FSRP and the \$38 million price tag which generated public concern. The local media had several news stories about the FSRP in April and July 2000 and July 2001, therefore it is fair to assume that upon learning of the ABT Program and its progress, the media will investigate and report on this Program.

Another concern to consider is the general public whose taxes funded the FSRP. The public may contact King County officials and inquire about the Program as well as comment in the media.

## **Target Audience:**

The primary target audience for the ABT Program Communications Plan is the King County internal staff from elected officials to the county employees. As the Program processes from the different phases of planning, design, implementation, etc., the target audience will vary as different groups are brought into the discussions. For example: the awareness and education/training segment of the program will involve employees countywide who have responsibilities in payroll, HR, budget and finance and who are also the end users of the new system and business processes.

The secondary target audience is the media which will receive press release announcements to showcase the ABT Program's success and progress. This audience is also a resource in that information is disseminated to the general public. The public may also contact King County officials and the ABT Program Office directly.

Listed below is a detailed breakout of each section of the Targeted Audiences:

### ***Primary Target Audience:***

1. King County Internal staff:
  - King County elected officials – County Executive, County Council,
  - King County agency management staff
  - King County department directors
  - King County division directors
  - King County ABT Program Governance Structure Committees and Quality Assurance Reviewers
  - King County employees - system end users of payroll, HR, budget and finance
  - King County employees - impacted by services and paycheck

### ***Secondary Target Audience:***

1. News media:
  - Radio,
  - TV,
  - Newspapers
  - Media's online publications/Web Sites

Attached is a draft list of local media and is subject to modification (Appendix A).

2. General public
3. Public organizations such as the Municipal League (<http://www.munileague.org>) can be supporters of our efforts with the public and the media.

## **Goals/Objectives:**

The ABT Program Communications Plan's goals and objectives are derived and in support of the goals of the ABT Program mission.

## **ABT Program Communications Plan's Vision Statement/Mission:**

The ABT Program Communications Plan will create awareness, offer education, alleviate skepticism and address concerns about the ABT Program while building confidence and trust via communication channels and outreach programs to King County employees from elected officials to staff members and the general public.

The Communications Plan will do the following:

1. Communicate awareness of the ABT Program to King County staff members and employees
2. Educate what the ABT Program goals and objectives are to King County staff members and employees
3. Alleviate skepticism and address concerns of the King County staff members and employees including opinions of the ABT Program compared to the FSRP, changes and the impact to their jobs and duties, etc.
4. Build confidence and trust with various target King County employee audiences throughout various phases of the ABT Program for contribution and support – elected leadership team, director and division level director and managers, the Governance Structure Committees, etc.
5. Establish communication channels to keep King County staff members and employees informed about the ABT Program progress and status
6. Create communication outreach programs to inform county employees of impact to their paycheck, job training, etc.
7. Communicate project status via the internal Issue Management Reports, update meetings,
8. Manage the media relations and public relations for ABT Program

## Resources:

The ABT Program Communications Plan will use primarily internal King County resources or staff members. Listed below are some initial resources. Should internal resources not offer services in a timely manner, then a request for external vendor services and/or products may be instigated.

- King County OIRM for Web Services
- King County Print Shop for publication services
- King County Communications Team (for referral, idea bouncing, union communications, King County processes and publications, etc.)
- King County Human Resource Division
- King County ABT Project Management Office and Workgroups
- External vendor services or products – TBD

## ABT Communications Program:

The following are ABT Communication Plan components which will advance and assist in achieving the ABT Program's Goals and Objectives. Note that various components target different audiences during different stages of the program. Also the schedule and cost are to be determined at a later date.

As each communications component is developed, usually a Creative Brief will be created which specifies the audience, goals, objectives, mandates, schedule, cost, etc.

***\*Note:** each communications component's goal is mapped back to the ABT Communications Plan's Goals/Objective list.*

	<b>Communications Program Components</b>	<b>Goal(s) Addressed*</b>	<b>Target</b>	<b>Schedule</b>	<b>Cost</b>
1	Branding/Identity; Tagline, Elevator Speech, Color, Messaging and Positioning etc.	1) create awareness 2) educate	All Audience Groups	begin 2/15/07 – estimate, timeline, etc.	TBD
2	Stationary standardization: Letterhead, Envelope, Business Cards, etc.	1) create awareness	All Audience Groups	begin 2/15/07 to 3/15/07 based upon new King County logo availability - estimate, etc.	TBD

	<b>Communications Program Components</b>	<b>Goal(s) Addressed*</b>	<b>Target</b>	<b>Schedule</b>	<b>Cost</b>
3	PowerPoint Presentation Template	1) create awareness 2) educate	All Audience Groups	begin 2/15/07	TBD
4	Enewsletter Template and zz mailing list	1) create awareness 2) educate 4) build confidence and trust 5) comm. channel 6) comm. outreach program	Internal Audience Groups as Stage of Program progresses	begin 2/15/07 - estimate, timeline, etc.	TBD
5	Web Site – Intranet (Site visits counter, registration, awareness tools, etc.)	1) create awareness 2) educate 3) alleviate and address concerns 4) build confidence and trust 5) comm. channel 6) comm. outreach program	Internal Audience Groups Only	begin 2/15/07 - estimate, timeline, etc.	TBD
6	ABT Fact Sheet – (At Glance summary)	1) create awareness 2) educate 3) alleviate and address concerns 4) build confidence and trust 5) comm. channel	Internal Audience & Media/Public	begin 2/15/07	TBD
7	FAQ	1) create awareness 2) educate 3) alleviate and address concerns 4) build confidence and trust 5) comm. channel	Internal Audience version and second version for Media/ Public – expanded to address public concerns	2/15/07 - begin collecting FAQs	TBD
8	Issue Management Status Report and Issue Management Recording Form	1) create awareness 3) alleviate and address concerns 5) comm. Channel	ABT Program Management Office	Monthly Report	TBD

	<b>Communications Program Components</b>	<b>Goal(s) Addressed*</b>	<b>Target</b>	<b>Schedule</b>	<b>Cost</b>
9	Web Site - Internet	1) create awareness 2) educate 3) alleviate and address concerns 4) build confidence and trust 5) comm. channel 6) comm. outreach program 7) manage media relations 8) manage public relations	Internal Audience Groups and Public/ Media	TBD	TBD
10	Testimonials/Quotes from Internal Staff – comparison of old vs. new program, new employees experienced in other migration outside county and/or users of latest versions of PeopleSoft/Oracle	1) create awareness 2) educate 3) alleviate and address concerns 4) build confidence and trust 5) comm. channel	Internal Audience and some for Media/Public	TBD	TBD
11	Case Studies – (mini milestone or segmented case studies as well as project completion, i.e.: Straddle Project, etc.	1) create awareness 2) educate 3) alleviate and address concerns 4) build confidence and trust 5) comm. channel 6) comm. outreach program 7) manage media relations 8) manage public relations	Internal Audience and Media/Public	TBD – completion of major milestones – pilot project	TBD



	<b>Communications Program Components</b>	<b>Goal(s) Addressed*</b>	<b>Target</b>	<b>Schedule</b>	<b>Cost</b>
12	Press Releases	1) create awareness 2) educate 3) alleviate and address concerns 4) build confidence and trust 5) comm. channel 6) comm. outreach program 7) manage media relations 8) manage public relations	All Audience Groups	TBD – major announcements	TBD
13	Enewsletters or piggy- back on current King County electronic email/newsletter - internal email with redirect to Intranet	1) create awareness 2) educate 3) alleviate and address concerns 4) build confidence and trust 5) comm. channel 6) comm. outreach program	Targeted Internal Audience Groups per stage of Program	TBD	TBD

	<b>Communications Program Components</b>	<b>Goal(s) Addressed*</b>	<b>Target</b>	<b>Schedule</b>	<b>Cost</b>
14	Employee Informational Meetings / Seminars – specific to budget, HR, financial and payroll groups – also connect this with the training sessions later	1) create awareness 2) educate 3) alleviate and address concerns 4) build confidence and trust 5) comm. channel 6) comm. outreach program	Internal Audience – end users of business process and systems	TBD	TBD
15	Publication Articles – local and national: IT and Enterprise	1) create awareness 2) educate 3) alleviate and address concerns 4) build confidence and trust 5) comm. channel 6) comm. outreach program 7) manage media relations 8) manage public relations	Internal Audience and Media/Public	TBD – completion of major milestone	TBD
16	Publication Articles – local and national: Government publications	1) create awareness 2) educate 3) alleviate and address concerns 4) build confidence and trust 5) comm. channel 6) comm. outreach program 7) manage media relations 8) manage public relations	Internal Audience and Media/Public	TBD - completion of major milestone – pilot project	TBD

	<b>Communications Program Components</b>	<b>Goal(s) Addressed*</b>	<b>Target</b>	<b>Schedule</b>	<b>Cost</b>
17	Publication Reprints and Permissions (hard copy and Web posting)	1) create awareness 2) educate 3) alleviate and address concerns 4) build confidence and trust 5) comm. channel 8) manage public relations	Internal Audience and Media/Public	TBD	TBD
18	Payroll line item announcements on pay stubs	1) create awareness 4) build confidence and trust 5) comm. channel 6) comm. outreach program	Target Employees especially without or limited access to computers – out in the field	TBD	TBD
19	Hotline (used in Straddle Project)	1) create awareness 2) educate 3) alleviate and address concerns 4) build confidence and trust 5) comm. channel 6) comm. outreach program 7) manage media relations 8) manage public relations	Target Audience Groups per stage of Program	TBD	TBD
20	Employee Workshops: meeting/seminars on information gathering (survey for input / feedback), impact paychecks of semi-monthly to bi-weekly, business processes, etc.	1) create awareness 2) educate 3) alleviate and address concerns 4) build confidence and trust 5) comm. channel 6) comm. outreach program	Internal Audience Groups Only – field employees especially	TBD	TBD

	<b>Communications Program Components</b>	<b>Goal(s) Addressed*</b>	<b>Target</b>	<b>Schedule</b>	<b>Cost</b>
21	Newsletter to Employees' Residence	1) create awareness 2) educate 3) alleviate and address concerns 4) build confidence and trust 5) comm. channel 6) comm. outreach program	Internal Audience Groups Only – field employees especially	TBD	TBD
22	Flyer or Direct Mailer to Employee Residences/office	1) create awareness 2) educate 3) alleviate and address concerns 4) build confidence and trust 5) comm. channel 6) comm. outreach program	Internal Audience Only – field employees especially	TBD	TBD
23	Poster/Signage	1) create awareness 2) educate 4) build confidence and trust 5) comm. channel 6) comm. outreach program	Internal Audience Only – field employees especially	TBD	TBD
24	ABT Communications Report on status of communication plan programs to be shared/pasted into division reports to King County elected officials, Committees, etc.	1) create awareness 5) comm. channel	King County management, ABT Program Office staff, etc. as deemed appropriate	Bi-Weekly Written Status Report, and weekly oral update during one-on-one Communication Meetings	TBD

	<b>Communications Program Components</b>	<b>Goal(s) Addressed*</b>	<b>Target</b>	<b>Schedule</b>	<b>Cost</b>
25	Media Clip Book/Public Folder (press mentions) and report	1) create awareness 2) educate 5) comm. Channel	King County management, ABT Program Office staff, etc. as deemed appropriate	TBD	TBD
26	Web Site Visitor Counter on various pages	1) create awareness 3) alleviate and address concerns 4) build confidence and trust	King County management, ABT Program Office staff, etc. as deemed appropriate.	TBD	TBD
27	Results of Online Employee Awareness Quiz/Tool	1) create awareness 2) educate 3) alleviate and address concerns 4) build confidence and trust 5) comm. channel 6) comm. outreach program	King County management, ABT Program Office staff, etc. as deemed appropriate.	TBD	TBD